

Columbia Memorial Hospital 2020-2022 Community Health Implementation Plan

After fully considering the results of key informant surveys, the 2018-2019 Columbia Pacific CCO Regional Health Improvement Plan, other secondary data, and the health and social service assets available in the community, Columbia Memorial Hospital adopted its 2020-2022 CHNA in December of 2019. The CHNA indicated that our focus of our 2020-2022 Implementation Plan would include priorities that dovetailed with our Strategic Plan's *Strengthening Quality* and *Service Growth* initiatives. The CHNA priorities approved by the Board in December of 2019 are restated below, along with the strategies outlined at that time.

CHNA Priority 1: Access to Care: Primary Care

- Strategy – Close Care gaps and increase screening:
 - Grow telehealth capacity and reach (Service Growth)
 - Improve early screening rates for lung cancer and prostate cancer (Strengthen Quality)
 - For children, youth and adolescents, identify screening tools, create the processes and put systems into place to screen for trauma/ACEs, vaping, obesity, depression, bullying and physical violence, and to refer to services as needed. (Strengthen Quality)
 - Evaluate food prescription programs and other strategies designed to provide fruits and vegetables and other healthy foods to children and adults who cannot afford to buy them (Strengthen Quality)

CHNA priority 2: Access to Care: Behavioral Health Care

- Strategies:
 - Improve screening rates for depression and referrals to behavioral health consultants as indicated (Strengthen Quality)
 - Recruit clinical staff with prescribing abilities to support all primary care providers (Strengthen Quality)

CHNA Priority 3: Social Determinants of Health: Adverse Childhood Experiences/Trauma

- Strategies:
 - Increase screening for trauma in primary care and Peds, improve rate of referrals to Behavioral Health services (Strengthen Quality)
 - Roll out education to CMH staff around trauma informed care approaches (Strengthen Quality)
 - Resource Desk implementation at Seaside Clinic (Strengthen Quality)
 - Partnership with CCA to staff a resource desk at another location (Strengthen Quality)
 - Assist children and families in the community with the resources and skills needed to adapt well when faced with difficulty experiences.

Since adoption of the CHNA, and as the Implementation plan was being developed, COVID-19 came to Oregon and the Nation. On March 18, 2020, our Governor ordered all hospitals, outpatient clinics and health care providers to cease all non-emergency procedures in order to preserve PPE equipment for those providers treating COVID patients. CMH quickly complied. Until very recently, there were less than 10 diagnosed COVID cases in all of Clatsop County, and gratefully, no deaths. However, in the last few days, there have been 11 new cases reported from a single seafood processing plant, and the public health concern is that cases will grow exponentially in the coming days. Even before the recent outbreak, COVID had a significant, negative impact on the volumes, operating revenues, operations, and operating margin of CMH; and about 90 non-clinical staff, or 12% of our workforce have been temporarily laid off.

In light of the current situation, and while we are confident that CMH, Clatsop County, Oregon, and the rest of the nation and world will recover, and while our commitment to community benefit is unwavering, the reality is that, for the coming year, we have narrowed our Implementation Plan. As shown below, it now focuses solely on our top priority of increasing access to care:

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| Priority #1 | Expand primary care access with particular emphasis on Seaside community. |
| Key Performance Indicator | 4 new primary care providers recruited and in place |
| Strategic Plan Pillars | Service Growth, Strengthen Quality |
| Anticipated Impact | Increased access to providers for new patients, decreased wait time, expanded availability for patient visits. Infrastructure established to allow for prioritization of screening needs, selection of screening tools and defined workflow processes. |
| Priority #2 | Expand access to prescribing behavioral health providers |
| Key Performance Indicator | 2 prescribing mental health providers recruited and in place |
| Strategic Plan Pillars | Strengthen Quality |
| Anticipated Impact | Increased access to prescribing providers for new patients, decreased wait time, expand availability for patient visits. |
| Priority #3 | Initiate population health programming |
| Key Performance Indicator | Develop Community Resource Desk Program |
| Strategic Plan Pillars | Strengthen Quality |
| Anticipated Impact | Improve access for select patient cohorts. Improved management of patients with chronic conditions. Better health outcomes |